

CFSC-BPC

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Memorandum of Instruction - 2003 James A. Carroll, Jr., Award for Excellence in Club Management, and Excellence in Management Award for Bowling Centers, Golf Courses, Leisure Travel, Recycling and Food, Beverage and Entertainment Facilities (FBE)

1. The James A. Carroll, Jr. Awards and Excellence in Management Awards, sponsored by the United States Army Community and Family Support Center (USACFSC), are awarded annually for excellence in management of Army clubs, bowling centers, golf courses, leisure travel, recycling and FBE facilities. The award for excellence in club management is named in honor of the late James A. Carroll, Jr., who was a leader in the Army food service and club management fields.
2. An award will be given in 22 categories in accordance with enclosure one.
3. The awards will be formally presented at the 2004 MWR Garrison Commanders Conference in Denver, Colorado. The conference will be held 23-27 August 2004. The costs for the award recipients to attend the conference will be funded by CFSC. Installations will issue travel orders and request reimbursement through NAF Financial Services.
4. To nominate a manager, complete the nomination packet at enclosure two and forward it for Region endorsement. Nomination packet must be tabbed to show back-up documentation. An incomplete packet will not be considered and will be returned to its respective Region.
5. Each Region will endorse all nominations and forward to CFSC Business Programs for presentation to the Awards Selection Panel. Each Region should forward all submissions and reserve the selection process for the selection panel. Winners from the previous fiscal year are not eligible.
6. Provide information on the nominee's significant accomplishments in their direct facility or outlet management position over the period of FY 03 (1 Oct 02 to 30 Sep 03). Nominee must serve the full 12 months in the position to be eligible.
7. Supplemental information pages (8.5x11) may be included in the nomination packet (excluding cover pages and tab sheets). That includes all separate photographs and samples. A digital photograph inserted in text is not considered as a page by itself. In the interest of equity, no videos are accepted for review.

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8. The criteria for nominations in the Most Improved Facility category require significant financial performance improvement, such as reducing fund losses, even if the facility is not meeting current standard or benchmark.
9. The category winners will be selected by the Carroll – Excellence in Management Awards Selection Panel made up of representatives from five Regions at a minimum. Each Region will fund the TDY costs to participate in the selection panel.
10. The scoring sheet at enclosure three reflects the areas of interest that are used by representatives of the Award Selection Panel to judge nominations. In order to ensure consistent scoring, the panel may elect to make small adjustments to the point values of each subject item or performance factor at the selection review meeting prior to actual scoring of the nomination packets.
11. Nominations must be received at CFSC Business Programs (Attn: James Matthews) not later than 15 January 2004. The selection panel will meet in Alexandria, VA, 10–12 February 2004 to make selections based on the set criteria.
12. The award winners will be announced in March 2004, notified in writing through the Region, and asked to schedule attendance at the Garrison Commanders Conference in August 2004.
13. Each award winner will be presented a glass engraved award, certificate, and plaque. Nominees not selected will receive a certificate recognizing their nomination.
14. The CFSC point of contact for the award program is Mr. James Matthews, DSN 761-1499 or (703) 681-1499.

3 Encls

PETER F. ISAACS
Chief Operating Officer

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DISTRIBUTION: (CONT)

US ARMY INSTALLATION MANAGEMENT AGENCY, NORTHWEST (SFIM-NW-MWR)

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DIR, DEFENSE LOGISTICS AGENCY (CAHMQ)

**JAMES A. CARROLL, JR., AWARD – EXCELLENCE IN MANAGEMENT AWARD
CATEGORIES BY PROGRAM CODE**

Program code (KE):

**Officers' Club under \$1M annual revenue
Officers' Club over \$1M annual revenue**

Program code (KF):

**NCO Club under \$1M annual revenue
NCO Club over \$1M annual revenue**

Program code (KG):

**Community Club under \$750K annual revenue
Community Club over \$750K annual revenue**

Program code (KM):

**Food, Beverage and Entertainment Activity under \$750K annual revenue
Food, Beverage and Entertainment Activity over \$750K annual revenue**

Program code (KL):

**Theme Concept Outlet under \$750K annual revenue (stand alone)
Theme Concept Outlet over \$750K annual revenue (stand alone)**

Program code (LQ):

**Golf Course under \$500K annual revenue
Golf Course between \$500K and \$1M annual revenue
Golf Course over \$1M annual revenue**

Program code (LE):

**Bowling Center under 14 lanes
Bowling Center between 14-30 lanes
Bowling Center over 30 lanes**

Program code (TT):

**Recycling Center under \$300K annual revenue
Recycling Center over \$300K annual revenue**

Program code (KD):

**Leisure Travel Office under \$300K annual revenue
Leisure Travel Office over \$300K annual revenue**

Program codes (Any of the program codes listed above):

**Most Improved Facility (Financial Performance)
Business Manager (Multi-Facility or Community Operations Division)**

**JAMES A. CARROLL, JR., AWARD – EXCELLENCE IN MANAGEMENT AWARD
NOMINATION PACKET (All information must be provided)**

Nominee's Name: _____

SSN:* _____ **DOB:*** _____

Facility Mailing Address: _____

Installation _____ **Region** _____

Division, Facility, or Outlet Name: _____

Telephone: _____ **Work Program and Location Code:** _____

Fax: _____ **Position Title:** _____

Time in Position (Actual Dates): _____ **Email:** _____

Nomination Category: _____ (from enclosure one)

Operations Information (describe the type of facility, size, revenue, programs, services, membership if applicable):

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on its right side, suggesting it's resting on a surface.**Education (degrees, certifications):**

Prior Work Experience (job titles):

*** A Criminal Investigation Division background check may be conducted on each nominee. To facilitate this check, the nominees' SSN and date of birth are required.**

Enclosure 2-1

Supervisor's Nomination Narrative (include specific information):

Tab A: Improved Services to the Community (or members) (Specify exactly what improved)

Tab B: Innovative Services and Programs (Specify unique services, events, specials)

Tab C: Employee Training and Awards Programs (Specify sessions and presentations)

Tab D: Improved Food, Beverage, and Entertainment Programs (New menus, events, etc.)

Tab E: Marketing and Advertising Programs (Include Marketing Plan)

Tab F: Facilities Improvement Plan (Specify capital purchases and minor construction, and NAF Major Construction initiatives)

Tab G: Financial Performance (Attach one copy of the SMIRF, FY 01, 02, & 03 YTD September Horse Blanket Income Statement for each location or facility and reference accomplishments).

Tab H: Operational Business Plan (Attach one copy of the facility operational business plan)

Tab I: Meeting or Exceeding Benchmarks (Specify with a comparison exactly which benchmarks or standards were met or exceeded)

Supervisor's Signature: _____
Unit: _____
Address: _____
Telephone: (CML) _____ **(DSN)** _____
Email: _____

Director's Signature: _____
Unit: _____
Address: _____
Telephone: (CML) _____ **(DSN)** _____
Email: _____

Commander's Signature: _____
Unit: _____
Address: _____
Telephone: (CML) _____ **(DSN)** _____
Email: _____

Region Director's or Commander's Signature: _____
Region: _____
Address: _____
Telephone: (CML) _____ **(DSN)** _____
Email: _____

The Regions will review the installation's nomination(s) and forward with appropriate endorsement (using this form or a memorandum) to Commander, United States Army Community and Family Support Center, ATTN: CFSC-BP (James Matthews), 4700 King Street, Alexandria, VA 22302-4404.

Enclosure 2-3

Tab J: Supplemental Information (maximum of ten 8.5 x 11 pages) supporting the narrative and describing appropriate accomplishments in the subject items listed below (Use the same format and subject items as in the Supervisor's Narrative).

Awards will be judged based on quantifiable accomplishments that may include:

- Increased sales/decreased operating costs.
- Improved Net Income Before Depreciation (NIBD).
- Increased membership/customer base.
- Innovative and imaginative solutions to operational problems.
- Examples of improved service.
- Improved Bingo Programs.
- Improved Catering and Special Events.
- Innovative soldier or family programs.
- Increased membership/customer satisfaction.
- Improved product quality.
- Marketing and promotional initiatives.
- Improved appearance of the facility.
- Initiatives to upgrade food program.
- Contributions to the quality of life in the military community.
- Improved training and awards programs.
- Improved Entertainment programming.
- Results of sanitation inspections.
- Results of crime prevention surveys.
- Inspector General findings.
- Reduction in audit deficiencies.
- Achievement of targets in strategic business plan.
- Achievement of MWR Board of Directors (BoD) standards.

NOTE: Letters of appreciation, performance appraisals, diplomas, certificates of training, etc., are not to be included with the nomination package. Nominations are presented to the selection panel only in the format outlined and may be contained in a professional presentation folder.

Enclosure 2-4

JAMES A. CARROLL, JR., AWARD – EXCELLENCE IN MANAGEMENT AWARD

Nominee:			
Facility:			
<i>Subject Item Selection Review Factors</i>		MAX POINTS	SCORE
Supervisor's Nomination:	75	75	
- Improved Services to the Community		10	
- Innovative Services and Programs		10	
- Employee Training and Awards Program		10	
- Marketing and Advertising Programs		10	
- Financial Improvement		20	
- Exceeding Benchmarks and Standards		15	
Supplemental Information:	20	20	
- Improved Services to the Community		5	
- Innovative Services and Programs		5	
- Financial Performance		5	
- Exceeding Benchmarks and Standards		5	
Nomination Package:	5	5	
- Completeness, Quality		5	
TOTAL SCORE:			
Director's Endorsement (Check off Item)		0	
Commander's Endorsement (Check off Item)		0	
Region Endorsement (Check off Item)		0	
Signature Award Selection Board Member:			
Notes:			